

THE ROLE OF EMOTIONAL INTELLIGENCE ON ADMINISTRATORS IN ENDORSING RURAL ENTREPRENEURS

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ABSTRACT

Emotional intelligence has a pivotal role in administrators' lives in endorsing rural entrepreneurs. EI is an exhilarating area of research and it should prove valuable to entrepreneurs and business people of all kinds. Dynamic leadership and success in the workplace are associated with EI by increasing performance and productivity in the workplace (Thi Lam & Kirby, 2002). In today's modern world entrepreneurship is inevitable. Starting a self business, in our competitive society, helps us to overcome financial and psychological constraints in our life. In this situation it is our duty to educate people about undertaking entrepreneurship which leads people to have a successful and peaceful life. An administrator is a leader. An efficient leader is the one who accompanies the staff with commitment, care and concern and this commitment, care and concern is being rooted in the administrators level of EI. Administrators play a mediator role in endorsing EI to entrepreneurs. The present study aims to investigate the role of EI on administrators in endorsing rural entrepreneurs.

KEYWORDS: Emotional Intelligence, Administrators & Entrepreneurs

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INTRODUCTION

Entrepreneurship is an apt profession for the people who start new business. A person who begins his/her own business is called an entrepreneur. They are highly motivated individuals who are action oriented. They work with an aim to achieve their goals in life. In the process of entrepreneurship positive thoughts and emotions show the way to be creative, successful and find opportunities in all the ways possible. To be a successful entrepreneur optimistic feelings and emotions are of great help which leads to recognise various potentials to start a new business. Being optimistic entrepreneur augment creativity and finding opportunities in the business.

Numerous studies suggest that EI has an important role in occupational recital. We need integration in intelligent areas, emotional areas, and affective maturity or life will be an enterprise of commodity and secularism. In this digital world, studies have focused on personal characteristics such as motivation (Baum & Locke, 2004; Shaver & Scott, 1991), personality (Zhao & Seibert, 2006; Zhao, Seibert, & Lumpkin, 2010), and previous entrepreneurial experiences (Lamont, 1972). Hence endorsing EI is very important in the life and profession of rural entrepreneurs, to respond to the demands and to face the challenging society. The book written by Goleman (1995) titled "Emotional Intelligence" states that *emotional intelligence* as a set of skills that allows individuals to "know and manage their own feelings" as well as "read and deal effectively with other people's feelings".

Individuals have two minds according to Goleman (2005), one rational that thinks and one emotional that feels where one rational that thinks and one emotional that feels (p.12). Administrators play a predominant role in any organisations or institutions. For effective and efficient day-to-day operations of any company administrators are vital. They coordinate the employees in an organization and help them come up in life. Administrators basically read and deal effectively with other people's feelings. Hence, they can help them become entrepreneurs endorsing EI in them. Thus, there is a great need of promoting EI in the life and profession of rural entrepreneurs. This study aims to understand the nature of EI and its vital presence in the life of entrepreneurs and the role of EI on administrators in endorsing rural entrepreneurs.

PSYCHOLOGICAL OUTLOOK OF RURAL ENTREPRENEURS

Definition and Meaning of Emotional Intelligence

According to Goleman (1995) Emotional Intelligence is a person's ability to 1) be self-aware 2) detect emotions in others, and 3) manage emotional cues and information. EI does not mean acting out feelings but managing feelings so that they are expressed appropriately and effectively.

There are two different types of intelligence, intellectual and emotional express the activity of different parts of the brain. The intellect is based on the working of the neocortex, at the top of the brain and the emotion is based on the working of the subcortex, at the bottom of the brain. Here the role of EI is to make intellect and emotion to work together.

Emotion is a felt tendency toward anything (animate and inanimate) that is intuitively (automatically without reflection) appraised as good and therefore beneficial or a felt tendency toward anything that is intuitively appraised as bad and therefore harmful (Mathias, 2008). According to Goleman (1998) Emotional intelligence includes both internal and external elements. Internal elements include level of self-awareness, self-image, sense of independence and capacity of self-actualization and decisiveness. External elements include interpersonal relationships, ease of empathy and sense of responsibility.

In terms of total EI, there are no sex differences. Our level of EI not fixed genetically nor develops only in early childhood. It continues to develop as we grow and learn from our experiences. As Aristotle had said, "Anyone can become angry-that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way-this is not easy" (Goleman, 1995). The mission here is to find out the fittingness of emotion and its expression in a proper behaviour.

EI IN THE LIFE OF RURAL ENTREPRENEURS

Authentic Entrepreneurship

A genuine entrepreneurship is a contextualized one. It maintains a healthy relationship of dialectical tension with their world in which they are influenced by their situation and also influence it themselves. For this, one needs EI. Merging present resources to new ideas and the process of finding opportunities to start a new business is entrepreneurship. Entrepreneurship can be both individual and organizational (Thompson et al., 2000). Every rural entrepreneur is called to arbitrate compassionate love; for this he needs affective maturity.

The Consequences of Lack of EI

Many problems arise due to the lack of EI in the life and profession of rural entrepreneurs. It blocks our growth in our life and profession. Lack of self-awareness, self-regulation, lack of motivation, anger, hostility, aggression, selfishness,

overdependence, egoism, discouragement, indifference and partiality, displacement, revengeful attitude, guilt feeling, envy, fear and excitement, depression and lack of social skills are some of the consequences or hazards of lack affective maturity along with intellectual and emotional maturity. We witness and experience many problems in our profession places because of lack of intellectual, emotional and affective maturity in the life and profession of rural entrepreneurs. When we sin, when we knowingly hurt another or act against our own values or convictions, we should experience guilt, if not emotionally then at least mentally (Padovani, 1987). This guilt feeling leads to all other criminal act one after the other.

The Need of Emotional Intelligence

An illuminating study looked at the success and failure of 11 American presidents starting from Franklin Roosevelt to bill Clinton. They were evaluated on six qualities which are communication, organization, political skill, vision, cognitive style and emotional intelligence. It was found that the key quality that differentiated the successful (such as Roosevelt, Kennedy and Regan) from the unsuccessful (such as Johnson, Carter and Nixon) was emotional intelligence. In the view of Goleman, (1998) compared with other cognitive abilities that are intelligence and technical skills, emotional intelligence plays an important role in the workplace where we see constructive performance.

The primary process is the emotional responding, in the process of *sense judgement* which is coloured by sensation without any reflection and then follows emotional attitudes which is coloured by emotions then proceeds emotional habits. This is the first process. We cannot stop with this; we have to go beyond this process and initiate another which is called *rational and spiritual responding*. In this second process first comes reflective and faith judgement which is followed by intellectual and spiritual attitudes, dispositions which are results of reflection and prayers. Here, one has to oneself one's birth, reasoning, vocation, and life. By doing this one develops one's intellectual and spiritual habit and here, there is freedom and liberation from bondage (Mathias, 2008).

Here, in this process, if we notice, the integration of intellectual, emotional and affective maturity can be seen. Hence, affective maturity incorporates intellectual and emotional maturity as well. Notwithstanding, affective maturity is very important in the life and profession of a rural entrepreneurs, we cannot leave out intellectual and emotional maturities, rather, we ought to combine these three in our life and profession.

Current studies are indicating that the trait that may indicate effective leadership is EI. The promoters of EI argue that without EI, an individual can have stupendous training, a extremely logical mind, a convincing vision, and an overflowing innovative ideas but still not make a great leader Goleman (1998). In the processing of emotions, identification and definitions emotional intelligence is of great help. According to Goleman (2006) persons with best training in the world but with the lack of emotional intelligence are lower in the performance with persons with less emotional intelligence. Baron (2008) states that entrepreneurs past experiences can be converted into present by enabling a person to discover new solutions through positive emotions which helps to deal effectively with the unrelenting stress (Carver & Scheier, 2001) which often infects entrepreneurs. Emotional intelligence, which comprises the skills and abilities, can be developed.

ADMINISTRATORS

One who works with the maximum quantity and quality, excellent performance and consent and commitment of employees is called an effective leader. The rooted emotional intelligence in them takes control of induced character in their management. (Khaef Elahi & Doustar, 2003). An administrator is a leader. An administrator is a person who

administers especially business, school, or governmental affairs. He can also be a priest appointed to administer a diocese or parish temporarily. Administrators have many roles such as working with teams, companies, direct groups and organize with management. He also does the work of managing clerical or other administrative staff.

The word “administer” is derived from the Latin word “ad” and “ministrant.” This means to “to ministrate to,” “to serve,” or “to manage.” The dictionary meaning of administration is the management not only deals with the management affairs but also has universal application in nature in all the organizational discipline.

The ability to understand and manage emotions are being involved in EI. This type of intelligence plays an important role in success, and some have suggested that EI might even be more important than IQ. In any case, research has suggested that EI is linked to everything from decision-making to academic achievement. The five elements of EI self awareness, self-regulation, social skills, and empathy and motivation are pivotal in any entrepreneur.

The critical part of EI is self-awareness or the ability to recognize and understand one’s own emotions. According to Vesper (1984) someone who leads the others must have full consciousness and Self management is the first step to *self-awareness*. It is being aware of the effect of your own actions, moods, and emotions on other people. When a person is self-aware, he is able to differentiate the things they feel and how they act. Self-awareness helps to know ones strengths and weaknesses and helps to interact with others without any inferiority complex.

Here the administrator plays a vital role in rural entrepreneurs to be aware of them. Persons who have a good sense of humour possess self-awareness. They are confident in themselves and their abilities, and are aware of how other people perceive them states Goleman (1998). This self-awareness in employment leads to self-actualization. It provides a platform to satisfy the self-actualization needs of an individual. (Thavaraj, 2014).

Self-Regulation is all about expressing your emotions appropriately. It means waiting for the right time, place, and avenue to express our emotions. Self-regulated people adapt themselves in any situation. Goleman (1998) also suggests that people who are high in conscientiousness are with strong self-regulation skills and they are aware of their own actions and the influence they make in others. This skill can be very well cultivated in rural entrepreneurs by administrators though helping them expresses their emotions appropriately.

Another important aspect of EI is to interact well with others. In professional settings, administrators benefit by establishing good rapport with employees which leads to good rapport with leaders and colleagues. **Social skills** can be cultivated in rural entrepreneurs by administrators through helping them to be active in listening, verbal communication skills, nonverbal communication skills, leadership, and persuasiveness.

Empathy is another component of EI which involves the ability to understand how others are feeling. In any institution people understand the power dynamics which influence social relationships by being empathetic. EI is using emotions to facilitate thought (Mayer & Salovey, 1997). Empathy is the core component of EI. “The Carrying part of empathy especially for the people whom you work, is what inspires people to stay with a leader when the going gets rough, the mere fact that someone cares is more often than not rewarded with loyalty.” (Champy, 2003) Empathetic leaders can sense others needs, listen to what fellow workers say and are able to read the reactions of others.

Motivation is the result of interaction between an individual and a situation. Motivation is another important component of EI. Motivation is defined as the process that account for an individual’s intensity, direction and persistence of effort toward attaining a goal (Mitchell, 1997). Here the intensity is concerned with how hard a person tries where the

effort is channelled in a direction that benefits the organization. Persistence is connected with how long a person can maintain effort. The persons who sustain in their job till they achieve their goal are highly motivated and they are also emotionally intelligent to look for internal strength than external rewards. They take initiatives and committed to their task.

CONCLUSIONS

Entrepreneurship plays an important role in a dynamic modern economy. If we fail to be an entrepreneur can be expensive to society in terms of missed opportunities and lost resources and can be devastating to each and every individual entrepreneur in terms of its financial and psychological impacts. Hence it is important to make people to understand the significance of entrepreneurship. Emotional intelligence is an exhilarating area of research that should prove beneficial to entrepreneurs and business people of all kinds. Dynamic leadership and success in the workplace specifically associated with EI by increasing performance and productivity in the workplace (Thi Lam & Kirby, 2002). Knowing oneself is the key factor to understand one's emotions. The finest feature of EI is that it can be developed. Hence administrators can very well develop EI and then endorse it to the rural entrepreneurs.

We are aware that there is stagnation or decline in the life and profession of rural entrepreneurs. We are promoting our own well-being, our own good feelings about ourselves" (Antony, 2004). Sometimes we do see setbacks in rural entrepreneurship. It may be due to the growing pressure of consumerist and materialistic values, and the kind of training we received, lack of proper self-motivation and personal interest, the crisis in profession, self-sufficiency complex, value conflicts and lack of family spirit. This awareness is well and good and the remedy is to integrate intellectual, emotional and affective maturity in the life and profession of rural entrepreneurs. By doing this integration, we would be successful in our lives and profession as rural entrepreneurs. At this juncture, EI plays an essential role on administrators in endorsing the rural entrepreneurs with whom they associate. This study also identified the need to investigate further the relationships between administrators and rural entrepreneurs and the need of EI in their profession.

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